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28 October 1965

MEMORANDUM FOR: Members of the CIA Planning Group

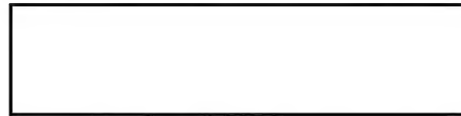
SUBJECT : CIA Planning-Programming-Budgeting System

1. This summer those people to whom this memorandum is addressed spent a considerable amount of time and interest in the preparation of a "Long-range Plan". As far as I know, this was the first attempt by the Agency to take a look into the future and to try to think about our long-range objectives on an across-the-board basis. This study is a very noteworthy and useful first effort.

2. Almost simultaneously with the completion of the "Long-range Plan" the President announced a new system for planning, programming, and budgeting to be instituted in the Federal Government.

3. Guidelines for installing the new system and a time schedule for the accomplishment of specific steps were set forth in Bureau of the Budget Circular No. 66-3 (Tab A). Since the Circular was drafted for Government-wide application, it is lengthy and complex -- but it nonetheless represents our basic guidance in launching into this problem. After a substantial amount of informal clarification and elaboration with the Bureau of the Budget staff, and discussions with such "experts" as Henry Rowen and Alain Enthoven, we have attempted to design a system which, using the "Long-range Plan" as a base, will build into our management processes a regular planning schedule involving the Director and the Directorates. The result of this initial effort is at Tab B. The system is designed to ensure that the planning process is not subordinated to the budgeting process, but at the same time is closely allied thereto.

4. I would particularly like an opportunity to explain the new system to those of you who participated in the preparation of the "Long-range Plan", and to review how we propose to build from the worthwhile beginning which you have made. Accordingly, I would appreciate your meeting with me in the Director's Conference Room at 11 a.m. on Monday, 1 November.



D. A. White

Executive Director-Comptroller

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Attachments:
Tabs A and B